

Governance Handbook

2023-2024



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Governance Handbook

For the governing board and advisory groups of The Trustees

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I. ABOUT THE TRUSTEES

Founded by landscape architect Charles Eliot in 1891, The Trustees has, for more than 130 years, been a catalyst for important ideas, endeavors, and progress in Massachusetts. As a steward of distinctive and dynamic places of both historic and cultural value, The Trustees is the nation's first and Massachusetts' largest preservation and conservation nonprofit, and its landscapes and landmarks continue to inspire discussion, innovation, and action today as they did in the past. Supported by members, friends, and donors, The Trustees' 120+ sites are destinations for residents, members, and visitors alike, welcoming millions of guests annually.

Our Mission

To protect, for public use and enjoyment, places of exceptional scenic, historic, and ecological value.

Who We Are

We are nearly 100,000 Member households who, like you love the outdoors, who love the distinctive charms of New England, and who believe in celebrating and protecting them for all to enjoy. Together with our neighbors, we are working to inspire a commitment to our special places and create healthy, active, greener communities. Our passion is to share with everyone the irreplaceable natural and cultural treasures we care for. Our goal is to empower all people across the state to speak up for the places and experiences that make Massachusetts the place they want to call home.

What We Do

We enjoy and care for more than 120 special places, consisting of more than 28,000 acres, all around Massachusetts. And we are actively building an extended family of friends, neighbors, and partners across the state that can help in their different ways. Each year, approximately two million people visit our reservations, 250,000 people participate in our more than 5,000 programs and events, and volunteers contribute over 80,000 hours of assistance in all aspects of our work. The Trustees is a vibrant and growing network of people who are committed to preserving the Commonwealth's landscapes and keeping open space open for everyone, forever.

What We Care About

For more than 130 years, The Trustees has been on the ground in communities across Massachusetts, working to protect special places, provide loving care of our reservations, build creative new programs to engage people and connect them to our places—our land and our natural world, our farms and our food, our history and our culture, our challenges and our joys—and sharing our expertise with neighbors and partners.

What We Are Up Against

Through more than 130 years of hard work and high standards, The Trustees has built a sterling reputation and a stunning physical legacy. But “for everyone, forever” means that our work is never done. We are always innovating, experimenting with new technologies and new ideas, and always looking to the future. We can't do it alone: we must always strive to tap the wellspring of people's joy—in their communities, their heritage, and the natural world—in order to mobilize a whole new generation to care.

What Our Future Holds

The organization recently wrapped up its historic five-year strategic plan, *Momentum*, so it's time to set new priorities. The President's Office has developed a Strategic Plan Pathway that outlines a 10-month approach that begins with developing a team and gathering information and input. This process kicks off in January 2024.

After that phase, the process moves towards identifying the key focus areas and goals, and then developing strategies to achieve those goals. Finally, the process moves towards developing communications plans and tracking methods focused on the implementation of the plan.

One of our priorities for this strategic planning process is ensuring that our staff team and governance is engaged throughout in the process. We want their expertise and experience to help inform our plan for the next five years.

Over the course of the next couple of months, we will be working to outline the various opportunities for input into this process. I hope that you will share your valuable insights, perspectives, and priorities to help inform what will serve as our compass for the next several years and beyond.

II. THE TRUSTEES CHARTER AND BYLAWS

Charter¹

SECTION 1

The Trustees of Reservations² shall have as its purposes acquiring, holding, arranging, maintaining, and opening to the public, under suitable regulations, beautiful, historic, and ecologically significant places and tracts of land primarily within this Commonwealth; acquiring, holding, maintaining, and enforcing such conservation and preservation restrictions, easements, and other interests in land, water areas, and structures³ as it deems appropriate and in the public interest; and educating the public with regard to natural and historic resources and their conservation and stewardship, all in the manner and to the extent permitted by law, with the powers and privileges and subject to the duties set forth in Chapter 180 and in such other general laws as now or hereafter may be in force relating to such corporations; but said corporation shall have no capital stock.

SECTION 2

Said corporation shall have all of the powers specified in Section Nine of Chapter 156B except Paragraph (m) thereof, the power specified in Section Nine A of said Chapter and any other powers existing under Chapter 352 of the Acts of 1891 or now or hereafter permitted to a corporation organized under Chapter 180. Without limitation, such powers shall include the power to hold real property or any interest therein outside the Commonwealth.⁴

Bylaws of The Trustees of Reservations

SECTION 1

NAME, PURPOSES, LOCATION, CORPORATE SEAL, AND FISCAL YEAR

1.1 Name and Purposes. Name and Purposes. The name and purposes of the corporation shall be as set forth in the Articles of Organization of the corporation.

1.2 Location. The principal office of the corporation in The Commonwealth of Massachusetts shall be located at 200 High Street, Boston, Massachusetts 02110. The directors may change the location of the principal office of the corporation within The Commonwealth of Massachusetts, effective upon the filing of a certificate of such change with the Secretary of The Commonwealth of Massachusetts.

1.3 Corporate Seal. The directors may adopt and alter the seal of the corporation.

1.4 Fiscal Year. The fiscal year of the corporation shall, unless otherwise decided by the directors, end on March 31 in each year.

1 Frederick L. Ames, Philip A. Chase, Christopher Clarke, Charles R. Codman, Elisha S. Converse, George F. Hoar, John J. Russell, Leverett Saltonstall, Charles S. Sargent, Nathaniel S. Shaler, George Sheldon, William S. Shurtleff, George H. Tucker, Francis A. Walker, and George Wigglesworth and their associates and successors were chartered as The Trustees of Public Reservations by the Massachusetts General Court, c. 352, Acts of 1891. By virtue of Sec., c. 352, Acts of 1891, "All personal property held by said corporation, and all lands which it may cause to be opened and kept open to the public, and all lands which it may acquire and hold with this object in view, shall be exempt from taxation, in the same manner and to the same extent as the property of literary, benevolent, charitable, educational, and scientific institutions incorporated within this Commonwealth is now exempt by law; but no lands so acquired and held and not open to the public shall be so exempt from taxation for a longer period than two years. Said corporation shall never make any division or dividend of or from its property or income among its members." Prior to 1971, M.G.L. c. 180, Sec. 10 permitted not-for-profit corporations however formed to amend their charters. Such authority now appears in c. 180, Sec. 1.

2 The name The Trustees of Public Reservations was changed to The Trustees of Reservations by vote of the Corporation at its meeting on January 20, 1954.

3 The provisions relating to conservation and preservation restrictions, etc., were added by vote of the Corporation at a special meeting on April 21, 1971.

4 Section 2 in substantially the current form was added by vote of the Corporation at the May 14, 1987, Annual Meeting replacing statutory Section 2 limiting real and personal property holdings by monetary amounts. In accordance with c. 819, Acts of 1971, now appearing in M.G.L. c. 180, Sec. 6, all not-for-profit corporations became able to hold real and personal property in unlimited amounts.

SECTION 2

VOTING MEMBERS

2.1 Number, Election, and Qualification. The voting members of the corporation, shall consist of (a) Corporate Trustees, and (b) Life Trustees. Each voting member shall have one vote, which may be exercised in person or by proxy.

a. Corporate Trustees. Corporate Trustees shall be elected at any meeting of the voting members upon nomination by the directors for terms of up to three years, to hold office for such term or until the voting member's successor is elected and qualified or until the voting member dies, resigns or is removed. It is intended that Corporate Trustees' terms be staggered over three year periods. All directors of the corporation shall also be Corporate Trustees.

The number of Corporate Trustees is hereby established at not less than two hundred (200) nor more than six hundred (600), which numbers may be amended by a vote of the voting members pursuant to Section 2.9 hereof.

b. Life Trustees. Life Trustees⁵ shall be elected at any meeting of the voting members upon nomination by the directors by virtue of having made substantial contributions to the corporation through the donation of interests in property, through monetary gifts or through the extraordinary contribution of services. Upon election by the voting members, a Life Trustee shall serve until the Life Trustee dies, resigns or is removed. There shall be no limit on the number of Life Trustees.

2.2 Term Limits. There shall be no limit to the number of terms a Corporate Trustee may serve.

2.3 Powers and Rights. In addition to the right to elect voting members as provided above, directors as provided in Section 3.1, and Advisors as provided in Section 5, and to the possession of such other powers and rights as are vested in them by law, the Articles of Organization or these Bylaws, the voting members shall have such other powers and rights as the directors may from time to time designate.

2.4 Removal. A voting member may be removed from office with or without cause by the vote of a majority of voting members or directors then in office, provided that notice of such proposed removal shall have been given in the notice of meeting. A voting member may be removed for cause only after reasonable notice and opportunity to be heard before the body proposing to remove the voting member.

2.5 Resignation. A voting member may resign by delivering his or her written resignation to any officer of the corporation, to a meeting of the voting members or directors, or to the corporation at its principal office. Such resignation shall be effective upon receipt, unless specified to be effective at some other time, and acceptance thereof shall not be necessary to make it effective unless it so states.

2.6 Meetings. The annual meeting of the voting members shall be held on the date and at the time and place within The Commonwealth of Massachusetts fixed from time to time by the directors. Meetings of the voting members may be held at any time and at any place within The Commonwealth of Massachusetts as the voting members or the directors may determine. Meetings of the voting members may be called by the chairman or by the directors.

2.7 Notice of Meetings.

a. All Meetings. Reasonable notice of the time and place of each meeting of the voting members shall be given to each voting member. Such notice need not specify the purposes of the meeting, unless otherwise required by law, the Articles of Organization or these Bylaws.

b. Reasonable Notice. Except as otherwise provided by law, the Articles of Organization or these Bylaws, it shall be reasonable notice to send notice by mail at least seven days, or by electronic mail or facsimile at least three days, before the meeting addressed to the voting member at the voting member's usual or last known business or residence address or electronic mail address, or to give notice to the voting member in person at least three days before the meeting.

c. Waiver of Notice. Whenever notice of a meeting is required, such notice need not be given to any voting member if a written waiver of notice, executed by such voting member before or after the meeting, is filed with the records of the meeting, or if such person attends the meeting without protesting the lack of notice prior thereto or at its commencement. A waiver of notice need not specify the purposes of the meeting unless such purposes were required to be specified in the notice of such meeting.

2.8 Quorum. At any meeting of the voting members, twenty-five percent of the voting members then in office, whether present in person or by proxy, shall constitute a quorum, except when a larger quorum is required by law, the Articles of Organization or these Bylaws. Any meeting may be adjourned to such date or dates not more than ninety days after the first session of the meeting by a majority of the votes cast upon the question, whether or not a quorum is present, and the meeting may be held as adjourned without further notice.

⁵ On and after September 25, 1991, by virtue of a previous version of the Bylaws, all persons who had been elected as either Life Trustees or Honorary Trustees prior to that date were designated Life Trustees under the Bylaws.

2.9 Voting. When a quorum is present at any meeting, a majority of the votes cast by voting members present in person or by proxy shall decide any question, including the election of voting members and directors, unless otherwise provided by law, the Articles of Organization or these Bylaws.

2.10 Presence Through Communications Equipment.

Unless otherwise provided by law, the voting members may participate in a meeting of the voting members by means of a conference telephone call or similar communications equipment in which all persons participating in the meeting can hear each other at the same time, and participation by such means shall constitute presence in person at a meeting.

2.11 Proxies. Voting members may vote either in person or by written proxy dated not more than six months before the meeting named therein, which proxy shall be filed before being voted with the secretary or other person responsible for recording the proceedings of the meeting. Unless otherwise specifically limited by its terms, a proxy shall entitle the holder thereof to vote on any matter properly coming before the meeting and at any adjournment of the meeting, but the proxy shall terminate after the final adjournment of such meeting.

SECTION 3

BOARD OF DIRECTORS

3.1 Number and Election. There shall be not less than fifteen (15) nor more than twenty-five (25) directors who shall be elected by the voting members for terms of up to three years. The directors shall be elected by the voting members to hold office until the annual meeting at which the director's term expires or until the director dies, resigns or is removed. It is intended that directors' terms be staggered over three year periods.

3.2 Term Limits. No director shall serve more than three consecutive three-year terms, except as otherwise provided in Section 4.3 hereof; provided that, the period during which a director serves as an officer of the corporation shall not be counted in determining the term limit described herein. An interval of at least one year must elapse before a director who becomes ineligible for election under this Section 3.2 shall again be eligible to serve as a director subject to the term limit described herein.

3.3 Powers. The affairs of the corporation shall be managed by the directors, who shall have and may exercise all the powers of the corporation, except those powers reserved to the voting members by law, the Articles of Organization or these Bylaws.

3.4 Removal. A director may be removed from office (a) with or without cause by the vote of a majority of the voting members or directors then in office, provided that notice of such proposed removal shall have been given in the notice of meeting. A director may be removed with cause only after reasonable notice and opportunity to be heard before the body proposing to remove the director.

3.5 Resignation. A director may resign by delivering his or her written resignation to the chairman, vice chairman or secretary of the corporation, to a meeting of the voting members or directors, or to the corporation at its principal office. Such resignation shall be effective upon receipt, unless specified to be effective at some other time, and acceptance thereof shall not be necessary to make it effective unless it so states.

3.6 Vacancies. Any vacancy in the directors may be filled by the directors on an interim basis until the next annual meeting, and at such annual meeting the vacancy may be filled by the voting members. The directors shall have and may exercise all their powers notwithstanding the existence of one or more vacancies in their number.

3.7 Meetings. Meetings of the directors may be held at any time and at any place within The Commonwealth of Massachusetts as the directors may determine or when called by the chairman, on at least an annual basis.

3.8 Notice of Meetings.

a. All Meetings. Reasonable notice of the time and place of each meeting of the directors shall be given to each director. Such notice need not specify the purposes of the meeting, unless otherwise required by law, the Articles of Organization or these Bylaws.

b. Reasonable Notice. Except as otherwise provided by law, the Articles of Organization or these Bylaws, it shall be reasonable notice to a director to send notice by mail at least three days, or by electronic mail or facsimile at least two days, before the meeting addressed to the director at the director's usual or last known business or residence address or electronic mail address, or to give notice to the director in person at least twenty-four hours before the meeting.

c. Waiver of Notice. Whenever notice of a meeting is required, such notice need not be given to any director if a written waiver of notice, executed by the director before or after the meeting, is filed with the records of the meeting, or to any director who attends the meeting without protesting prior thereto or at its commencement the lack of notice. A waiver of notice need not specify the purposes of the meeting unless such purposes were required to be specified in the notice of such meeting.

3.9 Quorum. At any meeting of the directors, a majority of directors then in office shall constitute a quorum. Any meeting may be adjourned by a majority of the votes cast upon the question, whether or not a quorum is present, and the meeting may be held as adjourned without further notice.

3.10 Voting. When a quorum is present at any meeting, a majority of the directors present and voting shall decide any question, unless otherwise provided by law, the Articles of Organization or these Bylaws.

3.11 Action by Consent. Any action required or permitted to be taken at any meeting of the directors may be taken without a meeting if all of the directors consent to the action in writing. Such consents will be filed with the records of the corporation and will be treated for all purposes as votes at a meeting.

3.12 Presence Through Communications Equipment.

Unless otherwise provided by law, the directors may participate in a meeting by means of a conference telephone call or similar communications equipment in which all persons participating in the meeting can hear each other at the same time, and participation by such means shall constitute presence in person at the meeting.

3.13 Executive Committee. The directors may establish an executive committee consisting of at least the chairman, vice chairman, secretary, and the chairman of the committee charged with overseeing the corporation's finances, if any. The executive committee may, between meetings of the directors when conditions preclude calling a meeting of the entire board of directors, exercise any or all of the powers of the directors except the power to (a) authorize a petition for the dissolution of the corporation; (b) change the principal office of the corporation; (c) remove from office any officers, directors or the chief executive; or (d) authorize a merger. When exercising any powers of the directors, a quorum consisting of a majority of the executive committee shall be required. The executive committee shall be governed by the provisions of these Bylaws with respect to meetings of directors, meeting through telecommunications equipment and actions by consent. Prompt notice of any exercise of the powers of the directors together with minutes of meetings of the executive committee shall be given to the directors. The directors shall have the power to rescind any action of the executive committee, but such rescission shall not be retroactive.

3.14 Other Committees. The directors may establish committees, from time to time, to assist in carrying out the purposes of the corporation.

SECTION 4

OFFICERS

4.1 Number and Qualification. The officers of the corporation shall be a chairman, a vice chairman, a president, a treasurer and a secretary. The chairman, vice chairman, and secretary shall be directors at the time of their election and during their tenure in office. The directors may from time to time designate additional officers, which persons shall serve at the pleasure of the directors. The secretary shall be a resident of The Commonwealth of Massachusetts unless the corporation has a resident agent duly appointed to accept service of process.

4.2 Election and Term of Office. The officers shall be elected by the directors. A director who is elected to serve as an officer shall be elected for a term of up to three years and shall hold office so long as he or she remains a director until the meeting coinciding with the end of his or her term or until he or she sooner dies, resigns or is removed.

4.3 Term Limits. No director shall serve more than six consecutive years in any one officer position; provided that, a director shall again be eligible for election to such office after an interval of at least one year during which such director does not hold such office; provided, further, that the term limit of six consecutive years for a director serving as an officer of the corporation may be extended under exceptional circumstances for an additional term not to exceed three years by a vote of two-thirds of the directors. A director who has (i) served as an officer of the corporation and (ii) reached the term limit described in Section 3.2 is eligible to continue as a director for an additional three-year term.

4.4 Chairman. The chairman shall be the senior elected officer of the corporation, shall preside at all meetings of the voting members and of the directors, and shall also have such other duties and powers as may from time to time be designated by the directors.

4.5 Vice Chairman. The vice chairman shall have and may exercise all the powers and duties of the chairman during the absence of the chairman or in the event of the chairman's inability to act, and shall also have such other duties and powers as may from time to time be designated by the directors.

4.6 President. The president shall be the chief executive officer of the corporation and shall report to the Board of Directors. Subject to the discretion and control of the directors, the president shall have general charge and overall management of the affairs of the corporation and may make decisions within general policy. The president shall have such other duties and powers as are usually incident to the office of president and as may from time to time be designated by the directors.

4.7 Treasurer. The treasurer shall be the officer charged with oversight of the financial affairs of the corporation. The treasurer shall have such other duties and powers as are usually incident to the office of treasurer and as may from time to time be designated by the directors.

4.8 Secretary. The secretary shall record (or arrange to be recorded) and maintain records of all proceedings of the voting members and directors in a book or books kept for that purpose, which book or books shall be kept within The Commonwealth of Massachusetts at the principal office of the corporation or at the office of its secretary or of its resident agent and shall be open at all reasonable times to the

inspection of any director or voting member. Such book or books shall also contain an attested copy of the Articles of Organization and Bylaws and the names of all voting members and directors and the address of each. At any meeting of the voting members or directors, the presiding officer may designate a temporary secretary to perform the duties of the secretary. The secretary shall have such other duties and powers as are usually incident to the office of secretary and as may from time to time be designated by the directors.

4.9 Removal. An officer may be removed from office with or without cause by the vote of a majority of the directors then in office, provided that notice of such proposed removal shall have been given in the notice of the meeting. An officer may be removed for cause only after reasonable notice and opportunity to be heard before the directors.

4.10 Resignation. Any officer may resign by delivering his or her written resignation to the chairman, vice chairman or secretary of the corporation, to a meeting of the voting members or directors, or to the corporation at its principal office. Such resignation shall be effective upon receipt, unless specified to be effective at some other time, and acceptance thereof shall not be necessary to make it effective unless it so states.

4.11 Vacancies. Any vacancy in the office of chairman, vice chairman, president, treasurer or secretary may be filled by the directors at any meeting of the directors. Vacancies, if filled, shall be filled for the balance of the term.

SECTION 5

ADVISORS AND OTHER SUPPORTERS OF THE CORPORATION

The directors and voting members may from time to time designate certain persons or groups of persons as one or more categories of sponsors, benefactors, contributors, advisors or friends of the corporation or such other title as they deem appropriate ("Advisors"). Advisors shall serve in an honorary capacity for such term as the directors or voting members may determine. In the absence of any such determination, an Advisor shall serve until the next annual meeting of the voting members or special meeting in lieu thereof. Advisors shall not be directors or voting members of the corporation and shall not exercise any of the powers granted to directors or voting members and, except as the directors or voting members may otherwise designate, shall have no right to notice of or to vote at any meeting, shall not be considered for purposes of establishing a quorum, and shall have no other rights or responsibilities in their advisory capacity. The corporation may require an advisor to sign a confidentiality agreement before the advisor may commence service as an advisor.

SECTION 6

EXECUTION OF INSTRUMENTS

Any contracts, deeds, mortgages, leases, bonds, notes, checks and other instruments that are authorized to be executed by an officer of the corporation on its behalf shall be signed by any officer of the corporation or such other person(s) as determined by the directors, chairman, president or treasurer.

SECTION 7

NO PERSONAL LIABILITY

The voting members, directors, officers, employees, Advisors and other members of any committees of the corporation shall not be personally liable for any debt, liability or obligation of the corporation. All persons, corporations or other entities extending credit to, contracting with, or having any claim against, the corporation may look only to the funds and property of the corporation for the payment of any such contract or claim, or for the payment of any debt, damages, judgment or decree, or of any money that may otherwise become due or payable to them from the corporation.

SECTION 8

AMENDMENTS

These Bylaws may be amended by a vote of two-thirds of the voting members present in person or by proxy at a meeting of the voting members, provided that notice of such proposed change shall have been given in the notice of the meeting.

SECTION 9

INDEMNIFICATION

To the extent legally permissible, including to the extent that the status of the corporation as exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code"), is not adversely affected thereby, the corporation shall indemnify every present and former voting member of the corporation, director, member of the executive committee, Advisor, officer of the corporation, and person who serves or has served at its request as directors, officers or trustees of another organization in which the corporation has an interest or in any capacity with respect to any employee benefit plan (collectively, together with their respective heirs, executors, and administrators, "Indemnitees"), against all expenses and liabilities, including counsel fees, reasonably incurred by or imposed upon such person in connection with the defense or disposition of any action, suit or other proceeding, whether civil or criminal, in which such person may be involved or with which he or she may be threatened, while in office or thereafter, by reason of his or her serving or having served as a voting member of the corporation, director, member of the executive committee, Advisor, officer of the corporation, or person who

serves or has served at its request as directors, officers or trustees of another organization in which the corporation has an interest or in any capacity with respect to any employee benefit plan (other than (i) a proceeding voluntarily initiated by such person unless he or she is successful on the merits, (ii) a proceeding authorized by at least a majority of the full Board of Directors, or (iii) a proceeding that seeks a declaratory judgment regarding his or her own conduct); provided that no indemnification shall be provided for any such person with respect to any matter as to which he or she shall have been finally adjudicated in any proceeding not to have acted in good faith in the reasonable belief that his or her action or omission was in the best interests of the corporation.

Indemnification authorized under this Section 9 may, to the extent authorized by the corporation, include payment by the corporation of expenses incurred in defending a civil or criminal action or proceeding in advance of the final disposition of such action or proceeding, upon receipt of an undertaking by the Indemnitee to repay such payment if he or she shall be adjudicated to be not entitled to indemnification under this Section, which undertaking may be accepted without regard to the financial ability of such Indemnitee to make repayment.

An Indemnitee entitled to indemnification hereunder whose duties include service or responsibilities as a fiduciary with respect to a subsidiary or other organization, including an employee benefit plan, shall be deemed to have acted in good faith in the reasonable belief that his or her action was in the best interests of the corporation if he or she acted in good faith in the reasonable belief that his or her action was in the best interests of such subsidiary or organization or of the participants or beneficiaries of, or other persons with interests in, such subsidiary or organization to whom he or she has a fiduciary duty.

The payment of any indemnification shall be conclusively deemed authorized by the corporation under this Section 9, if:

(a) the payment has been approved or ratified (i) by at least a majority vote of a quorum of the disinterested directors or (ii) by at least a majority vote of a committee of two or more disinterested directors who are selected for this purpose by the full Board of Directors (in which selection interested directors who are parties may participate); or

(b) the action is taken in reliance upon the opinion of independent legal counsel (who may be counsel to the corporation) appointed for the purpose by vote of the directors or in the manner specified in clauses (i) or (ii) of subparagraph (a); or

(c) the directors have otherwise acted in accordance with the standard of conduct applied under Massachusetts General Laws Chapter 180.

The indemnification provided hereunder shall inure to the benefit of the heirs, executors and administrators of an Indemnitee. As used in this Section 9, an "interested" Indemnitee is one against whom in such capacity the proceedings in question or another proceeding on the same or similar grounds is then pending.

The right of indemnification under this Section 9 shall be in addition to and not exclusive of all other rights to which an Indemnitee may be entitled. Nothing contained in this Section shall affect any rights to indemnification to which corporation employees or agents other than Indemnitees may be entitled by contract or otherwise under law.

No indemnification, reimbursement or other payment may be made under this Section 9 with respect to penalties imposed under section 4958 of the Code to the extent such indemnification, reimbursement or other payment would cause the total compensation of a person to exceed "reasonable compensation," as defined in the Treasury Regulations to the Code and as determined by the Board of Directors. To the extent that any such payment is made, the amount of such payment may be reduced by any amount determined to exceed reasonable compensation. Any such reduction shall be determined by the Board of Directors. Further, if at any time the corporation is deemed to be a private foundation within the meaning of section 509 of the Code then, during such time, no payment shall be made under this Section if such payment would constitute an act of self-dealing or a taxable expenditure, as defined in section 4941(d) or section 4945(d), respectively, of the Code.

Revised: October, 2015

III. VOLUNTEER LEADERSHIP AND ADVISORY GROUPS

The Trustees Governance Bodies

Officers

Chair, Vice Chair, Treasurer, Secretary, President

Terms: Limited to six consecutive years

Board of Directors

Members: Maximum of 25, including officers

Meetings: Quarterly

Responsibilities: Trustees' governing body, working through Board committees

Terms: Three-year term, limited to nine consecutive years

Advisory Board

Members: Limited to 75

Meetings: Twice a year

Responsibilities: Serve as an ambassador for The Trustees, advise Board of Directors

Other Participation: May serve on Board, property, ad hoc, and other advisory committees

Terms: Three-year term, limited to nine consecutive years

Corporate Trustees

Members: Limited to 600

Meetings: Once a year at Annual Meeting

Responsibilities: Elect Officers, Board of Directors, Advisory Board, Corporate and Life Trustees

Other Participation: May serve on Board, ad hoc, and other advisory committees

Terms: Three-year term, no term limit

Life Trustees

Members: Not limited

Meetings: Once a year at Annual Meeting

Responsibilities: Elect Officers, Board of Directors, Advisory Board, Corporate and Life Trustees

Other Participation: May serve on Board, property, ad hoc, and other advisory committees

Terms: No term limit

Trustees Council

Members: Not limited

Meetings: Twice a year

Responsibilities: Serve as an ambassador for The Trustees, advise Board of Directors

Other Participation: May serve on Board, property, ad hoc, and other advisory committees

Terms: Three-year term, no limit

Conflict of Interest

THE TRUSTEES CONFLICT OF INTEREST POLICY

In order to encourage trustworthy decision making and prudent behavior on the part of all those associated with The Trustees and the Massachusetts Land Conservation Trust, Inc., the Board of Directors hereby adopts the following policy regarding conflict of interest. All references to The Trustees shall be read as applying as well to the Massachusetts Land Conservation Trust, Inc.

Preamble

The Trustees' effectiveness depends upon maintaining the highest levels of credibility, confidence, and trust with the communities it serves and all parties with whom it works. It is essential to protect the organization's reputation for objectivity and fairness by identifying and appropriately dealing with actual, potential, and perceived conflicts of interest. All persons associated with The Trustees are reminded that the decisions and activities of the Board of Directors ("Board") and staff, whether or not addressed in this policy, are governed by an overriding requirement of honesty, good faith, and fiduciary responsibility for the organization and to the communities it serves.

Definition of Conflict of Interest

A conflict of interest exists when a covered person (as defined below)

- has a material financial interest in a transaction or project under consideration by the Board of Directors or a committee of The Trustees, or
- proposes to act on any issue, matter, or transaction in which The Trustees has an interest, and in which the covered person may have an interest separate from that of The Trustees.

A conflict of interest may also exist in situations when a covered person

- may be perceived to be utilizing, for his/her own benefit, inside information that is proprietary to The Trustees,
- is acting in his or her own interests rather than the best interests of The Trustees,
- has the ability to exercise undue influence over The Trustees' decisions, or
- is receiving favorable treatment by The Trustees because of his or her status as a covered person.

Covered Persons

This policy applies to the following people and to their close relatives (including spouse, domestic partner, child, sibling, parent, stepparent, parent- or sibling-in-law, grandchild, or grandparent):

- full- and part-time employees
- members of the Board of Directors
- members of Board committees or advisory committees
- major contributor or owners of land that is subject to a conservation restriction held by The Trustees (for the purposes of this policy a major contributor is defined as a person who has made contributions of \$10,000 or more in a single year)
- individuals such as volunteers or former employees who, because of their continued involvement with The Trustees, either have access to inside information that could place them in a conflicted situation or could give the appearance of having the ability to unduly influence The Trustees.

General Guidelines

All covered persons shall avoid conflict of interest involving their duties to The Trustees and any other interest or organization to which they have a duty, or any other activity in which they are financially or otherwise interested. It is expected that persons subject to this policy will conduct themselves under strict rules of honesty and fair dealing between themselves and The Trustees. Such persons shall not use their position or knowledge gained during their association with The Trustees for their private benefit nor to obtain an unfair advantage over any aspect of their dealings with The Trustees.

Obligations of Covered Persons

Each covered person is obliged:

1. To disclose to the president, staff supervisor, Board, or committee of the Board on which he or she serves, the existence of any actual, potential, or perceived conflict of interest. (The Trustees will provide forms for these disclosures.)
2. To abstain from discussing with Board members, employees, or committee members any issue, matter, or transaction in which he or she has an actual, potential, or perceived conflict of interest unless specifically asked by the Board or a Board committee to give information on the issue, matter, or transaction.
3. To absent himself or herself from Board and committee discussions on any issue, matter, or transaction involving a conflict of interest, unless requested by the Board or committee to give information on the issue, matter, or transaction. The minutes of any such meetings or discussions shall note the covered person's absence.

4. To abstain from voting on any such issue, matter, or transaction. The minutes of any meetings shall note the covered person's abstention.
5. When requested by the Board, to resign from the Board of Directors, advisory board, or committee until such time as the matter giving rise to the conflict of interest has been resolved. When, in the opinion of the Board Chair, the matter has been sufficiently resolved, the director may be invited to rejoin the Board, advisory board, or committee.
6. To disclose to the appropriate officer, or supervisor, or Board committee chair any attempt by another covered person to influence him/her on a matter that may be of personal interest to that person.

Obligations of the Board of Directors and Board Committees in Conflicted Situations

When a transaction, contract, or project of The Trustees involves an actual, potential, or perceived conflict of interest with a covered person, the Board of Directors and/or Board committees shall act as follows:

1. Approve such transaction, contract, or project only after making specific findings that:
 - (i) The transaction, contract, or project is fair and benefits The Trustees and its objectives; and
 - (ii) The transaction, contract, or project is approved with the Board's full knowledge of its financial or other benefit to the covered person who has the conflict of interest; and
 - (iii) When the covered person serves on the Board of Directors or a Board committee, the director or committee member did not participate in the vote approving the transaction, contract, or project and was, in fact, absent both during the discussion of the transaction, contract, or project and when the Board voted on it; and
 - (iv) A more advantageous arrangement could not have been obtained with reasonable effort; and
 - (v) Where the transaction involves purchase or disposition of an interest in real estate to or from a covered person, the following additional requirements shall apply:
 - a. Unless otherwise deemed by the Board to be in the best interests of the organization, The Trustees shall not purchase, sell or otherwise dispose of real estate from or to a covered person; and
 - b. When the purchase or disposition of real estate from or to a covered person is specifically approved by the Board, The Trustees shall first widely market the property in a manner sufficient to ensure that the property is sold at or above fair market value

and to avoid the reality or perception that the sale inappropriately benefited a covered person; and

- c. For purchase from or sale of property to any covered person, The Trustees shall obtain a qualified independent appraisal prepared by a state-licensed or state-certified appraiser who has verifiable conservation restriction or conservation real estate experience.
2. Certain committees of The Trustees' Board may adopt such further policies on conflicts of interest as may be deemed necessary or appropriate to the work of such committee, provided such further policies are approved by the Audit Committee and in the event of an inconsistency with the above policy, the above policy shall govern.
3. When warranted by the nature and magnitude of the conflict of interest, request that a conflicted member of the Board of Directors, Board committee, or other committee resign.
4. The Audit Committee, on an annual basis, shall review declared conflicts and report its findings to the Chair of the Board of Directors.

Approved: September, 2008

FOR REFERENCE ONLY

**CONFLICT DISCLOSURE AND ACKNOWLEDGEMENT
OF CONFLICT OF INTEREST POLICY**

THE TRUSTEES OF RESERVATIONS

Please check all that apply:

Staff Officer

Board of Directors Board Committee

Other _____

By my signature below, I, _____ certify that:

PLEASE PRINT YOUR NAME HERE

1. I have read, understand, and support The Trustees of Reservations Conflict of Interest Policy.
2. Please check one:
 - I have no conflict of interest to disclose.
 - I have a conflict of interest that requires disclosure (please describe):

SIGNATURE

DATE

What is the role of the Board of Directors?

The Board of Directors is the group charged with ultimate fiduciary responsibility for the organization. Elected by the voting members of the Corporation (Corporate Trustees and Life Trustees) at the Annual Meeting, the Board of Directors meets at least four times a year and guides the operation of The Trustees between Annual Meetings. The President, the Chief Executive Officer of the corporation and head of the professional staff, reports to the Board of Directors.

At its regular meetings, the Board of Directors considers issues raised by committees of the Board and by staff, enacts policies to govern organizational operations, and authorizes major land acquisitions including the establishment of new reservations. Directors are chosen for a variety of reasons – their interest in The Trustees and its mission; their particular expertise; and their willingness to contribute time, money, and expertise – the traditional work, wealth, and wisdom. Generally, they have previously had extensive experience on various Trustees committees and/or have served as members of the Advisory Board.

Directors are expected to serve on at least one committee. It is at committee level that much of the work of the organization is done under policies and guidelines established by the Board.

Directors are expected to represent The Trustees: telling people about the organization, encouraging gifts of land, conservation restrictions, memberships, and contributions.

Because financial support is central to the effectiveness of The Trustees, it is expected that members of the Board of Directors will rank The Trustees among their top three charities and contribute financially to the organization at a leadership level, commensurate with personal means. They are also expected to support special projects from time to time and to include The Trustees in their estate plans.

Directors are urged to attend the Annual Meeting each year and are encouraged to attend regular events sponsored by The Trustees.

Who is a Director?

Peter B. Coffin, *Chair*, Chestnut Hill, MA
Eunice J. Panetta, *Vice-Chair*, Manchester, MA
David D. Croll, *Secretary*, Chestnut Hill, MA
Brian M. Kinney, *Assistant Secretary*, Newton, MA
William G. Constable, *Assistant Secretary*, Lincoln, MA
Edward H. Ladd, *Assistant Secretary*, Dover, MA
Priscilla J. Bender, Bronxville, NY*
Andrew P. Borggaard, Marblehead, MA
Elizabeth de Montrichard, Boston, MA
Laura DeBonis, Washington, DC
Philip J. Edmundson, Hingham, MA
Uzochi C. Erlingsson, Boston, MA
Thomas D. French, Dover, MA
Edward G. Garmey, Concord, MA
Roland E. Hoch, Concord, MA
Elizabeth L. Johnson, Boston, MA
Julia G. Krapf, Westport, MA
John D. Laupheimer, Lincoln, MA*
Martin Lempres, Boston, MA
Robert H. Mason, Lincoln, MA
Sukanya L. Soderland, Winchester, MA
Cyrus Taraporevala, Sherborn, MA
Phyllis R. Yale, Lexington, MA

**New Director*

What is the role of the Advisory Board?

The duty of the Advisory Board is to advise staff and the Board of Directors on specific issues and to help develop strategic visions for Trustees. Most members also provide guidance through service on at least one committee of the Board. It is at the Board Committee level that much of the work of the organization is done and where most policy recommendations originate.

Members of the Advisory Board are chosen for their strong commitment to Trustees' mission and because they are willing to devote their time, financial resources, and wisdom to advancing its mission. Effort is made to recruit a wide range of expertise, regional representation, and diversity.

Advisory Board members can aid the organization in one or more of the following ways:

- Providing time and expertise through service on committees or advisory groups.
- Acting as an ambassador for the organization in their home community and their world of work, enhancing the organization's visibility and reputation.
- Connecting the organization to new and diverse communities.
- Identifying other individuals who can support, in all different ways, the organization.
- Being involved in specific land conservation, stewardship, or educational activities.
- Assisting in fundraising for both annual giving and capital projects.

Because financial support is central to the effectiveness of The Trustees, members of the Advisory Board are asked to support the Annual Fund at the Commonwealth Society (\$5,000 – \$9,999) level or above. Gifts may be made in installments and can include corporate matching gifts.

To further support the short-, medium- and long-term goals of the organization, Advisory Board members will be approached on occasion to purchase tickets or host tables for special events; asked to consider support of special projects and campaigns; and encouraged to give serious consideration to including The Trustees in their estate planning.

All members of the Advisory Board should be well-versed on the work of The Trustees and able to answer questions about the organization. They meet three times a year to consider emerging issues of importance; are invited to attend the Annual Meeting; attend a joint session with the Board of Directors; and are encouraged to attend other events designed to keep them informed and to foster their participation in the work of the organization.

Who serves on the Advisory Board?

Michelle M. Abel, Waban, MA

Marcela Aldaz-Matos, Wakefield, MA

James M. Alden, Boston, MA

Eleanor T. Andrews, Cambridge, MA

Margaret G. Bailey, Danvers, MA

Joanna Ballantine, Amherst, MA

Deborah J. Barker, Jackson, WY

George P. Beal, Boston, MA

Jeffrey Bellows, Hingham, MA

Jennifer Bender, Dover, MA*

Rebecca Bermont, Lincoln, MA

Richard M. Burnes, Jr., Boston, MA

John G. Carey, Gloucester, MA

Richard M. Coffman, Marblehead, MA

Cecily C. Colburn, Boston, MA

Katherine Collins, Boston, MA

Karen S. Conway, Boston, MA

Lisette S. Cooper, Ph.D., Lincoln, MA

Brendan Coughlin, Lincoln, MA

Natalie R. DeNormandie, Wayland, MA*

David A. Fleischner, Haverford, PA*

Martha L. Gangemi, Cohasset, MA

Jade T. Gedeon, Essex, MA

Daniel A. Grady, Needham, MA

Trevor C. Graham, Hingham, MA

Linda Hammett Ory, Lincoln, MA

James H. Hammons, Jr., Cambridge, MA

Christopher E. Hart, Milton, MA

Alexandra C. Hastings, Ph.D., Wenham, MA

Timothy G. Healy, Concord, MA*

Gregory Herrema, Boston, MA

Onyinye Ibeneche Avbovbo, Medfield, MA*

Bradley C. Irwin, Naples, FL

Frederick N. Khedouri, Menemsha, MA

Joshua A. Klevens, West Newton, MA

Nushin Kormi, Wellesley Hills, MA

Peter K. Lambertus, Lexington, MA

Ann W. Lambertus, Lexington, MA

Robert A. Larsen, Roslindale, MA

Marie LeBlanc, Hyannis, MA

Alexandra C. Liftman, Newton, MA

Molly Macleod, Lincoln, MA

Adam J. Margolin, Boston, MA

Erica A. Mason, Lincoln, MA*

Todd Millay, Needham, MA*

Katherine M. Morris, Stockbridge, MA

Albert A. Nierenberg, Boxford, MA

Christopher Oddleifson, Cohasset, MA

Jeryl Oristaglio, Stockbridge, MA

Glenn P. Parker, Lexington, MA

Kirsten Poler, Medfield, MA

Jonathan H. Poorvu, Cambridge, MA

Michael T. Prior, Newburyport, MA*

Jonathan Rapaport, Lincoln, MA

Carter S. Romansky, Acton, MA

Robert A. Seaver, Boston, MA

Christopher A. Shepherd, South Hamilton, MA

Jonathan A. Soroff, Newtonville, MA

Arthur K. Steinert, Manchester, MA

Susan Stevens, Newton, MA

Hope E. Suttin, Waban, MA

Richard Taggart, Boston, MA

Caroline Tall, Sherborn, MA

Suzie Tapson, Boston, MA

Yanni Tsipis, Westwood, MA

Melissa A. Tully, Hingham, MA

John Vasconcellos, New Bedford, MA

Mark F. Vassallo, New York, NY

Bradford B. Wakeman, North Andover, MA

Leslie Waldorf, Manchester By the Sea, MA

Catherine Walkey, Dover, MA*

Andrew S. West, Manchester, MA

Lily Wound, Winchester, MA*

Naomi Yang, Cambridge, MA

Marc Zawel, Wellesley Hills, MA

**New Member*

What is the Trustees Council?

The Trustees Council was created in 1995 to honor former members of the Board of Directors and Advisory Board and recognize their past governance service. It also provides an opportunity for The Trustees to continue to benefit from the advice of experienced individuals. Accordingly, many members continue to serve on committees of the Board. It is at the Board Committee level that much of the work of The Trustees is done and where most policy recommendations originate.

Trustees Council members can also aid the organization in one or more of the following ways:

- Providing time and expertise through service on committees or advisory groups.
- Acting as an ambassador for the organization in their home community and their world of work, enhancing the organization's visibility and reputation.
- Connecting the organization to new and diverse communities.
- Identifying other individuals who can support, in all different ways, the organization.
- Being involved in specific land conservation, stewardship, or educational activities.
- Assisting in fundraising for both annual giving and capital projects.

Because financial support is central to the effectiveness of The Trustees, members of the Council are asked to rank The Trustees among their top three charities and contribute financially to the organization at a level commensurate with personal means, where possible, at least at the level of the 1891 Society (\$1,000 – \$2,499) or the Charles Eliot Society (\$2,500 or more). Members of the Council are also asked to strongly consider a legacy giving conversation and joining the Semper Virens Society.

All members of the Council should be well-versed on the work of The Trustees and able to answer questions about the organization. They meet twice a year to consider emerging issues of importance; are invited to attend the Annual Meeting; and are encouraged to attend other events designed to keep them informed and to foster their participation in the work of the organization.

Who is on the Trustees Council?

Lee Albright, Brookline, MA
Amy L. Auerbach, Wellesley, MA
Clement C. Benenson, Hamilton, MA
Steven A. Bercu, Cambridge, MA
Tatiana Bezamat, South Hamilton, MA
Laura A. Bibler, West Newbury, MA
Jane L. Bihldorff, Canton, MA
Sarah H. Broughel, Auburndale, MA
Ronald Brown, Brookline, MA
Lalor Burdick, Newton Centre, MA
Rebecca G. Campbell, Manchester, MA
Liza R. Carey, Concord, MA
Robert A. Clark, Petersham, MA
William C. Clendaniel, Boston, MA
Frances Colburn, Manchester, MA
Susanna Colloredo-Mansfeld, South Hamilton, MA
Mary C. Cooper, South Egremont, MA
David L. Costello, Marblehead, MA
Peter H. Creighton, Manchester By the Sea, MA
Andrew O. Davis, Boston, MA
John P. DeVillars, Boston, MA
Walter C. Donovan, Boston, MA
James V. Ellard, Jr., Boxford, MA
Jeffrey B. Fager, New Canaan, CT
Ronald L. Fleming, FAICP, Cambridge, MA
Allen W. Fletcher, Worcester, MA
David R. Foster, Chilmark, MA
Ann C. Galt, Pittsfield, MA
Elizabeth W. Gordon, Norwell, MA
Marjorie D. Greville, South Dartmouth, MA
Gale R. Guild, Westwood, MA
Douglas B. Harding, Lincoln, MA
Carter H. Harrison, Manchester By the Sea, MA
Nathan Hayward, III, Montchanin, DE
Thomas J. Healey, New Vernon, NJ
John K. Herbert, III, Charlestown, MA

Eloise W. Hodges, Boston, MA
Paul S. Horovitz, Gloucester, MA
James S. Hoyte, Lexington, MA
Lily R. Hsia, South Hamilton, MA
Stephen B. Jeffries, Boston, MA
Elizabeth B. Johnson, Boston, MA
Charles F. Kane, Jr., Duxbury, MA
Jonathan M. Keyes, Concord, MA
Edward H. Ladd, Dover, MA
Theodore C. Landsmark, Jamaica Plain, MA
David I. Lewis, Ashburnham, MA
Deborah Logan, Ipswich, MA
Charles R. Longworth, Concord, MA
Jonathan B. Loring, Prides Crossing, MA
Caleb Loring, III, Beverly, MA
Peter E. Madsen, Truro, MA
Eli Manchester, Jr., Westwood, MA
Katherine J. McMillan, Gloucester, MA
Wilhelm M. Merck, S. Hamilton, MA
Sara Molyneaux, Dover, MA
Brian W. Monnich, Hingham, MA
Amey D. Moot, Dover, MA*
W. Hugh M. Morton, Esq., Westport, MA
Virginia M. Murray, Plymouth, MA
Scott A. Nathan, Washington, DC
Thomas H. Nicholson, Weston, MA
Nicholas W. Noon, Cohasset, MA
Thomas L. O'Donnell, Hingham, MA
Ronald P. O'Hanley, III, Boston, MA
Kathryn P. O'Neil, Prides Crossing, MA
Carolyn M. Osteen, Boston, MA
Russell J. Peotter, Chesterfield, MA
Richard F. Perkins, Stow, MA
Samuel Plimpton, AIA, Boston, MA
Beatrice A. Porter, Cambridge, MA
Margaret L. Poutasse, Lenox, MA
Hillary H. Rayport, Boston, MA
Gene E. Record, Jr., Marblehead, MA
Henry S. Reeder, Jr., Weston, MA

G. N. Ryland, Beverly, MA
Jane Saltonstall, Manchester, MA
Stanley L. Schantz, Middleton, MA
David W. Scudder, Ipswich, MA
William Shields, Hamilton, MA
Norton Q. Sloan, Jr., Ipswich, MA
F. S. Smithers, IV, North Pownal, VT
Caroline D. Standley, Medfield, MA
Augusta P. Stanislaw, Cambridge, MA
Elliot M. Surkin, Brookline, MA
Jane M. Talcott, Westwood, MA
John E. Thomas, Clearwater Beach, FL
Natalia K. Wainwright, S. Hamilton, MA
William F. Weld, Canton, MA
R. A. West, Wenham, MA
Susan S. Winthrop, Ipswich, MA

**New Council Member*

What is a Life Trustee?

Life Trusteeship is one of the highest honors conferred by The Trustees. It recognizes those who have made extraordinary gifts of property, financial assets, or service to The Trustees. Life Trustees are elected by a vote of Corporate and Life Trustees at the Annual Meeting upon recommendation of the Board of Directors.

Life Trustees have all the functions and responsibilities of a Corporate Trustee but are not subject to election every three years and, as the name implies, serve for life. They are shareholders in the organization and members of the charitable corporation. They vote each year at the Annual Meeting (either in person or by proxy) to elect the officers, Board of Directors, Advisory Board, and new Corporate and Life Trustees.

Life Trustees are expected to be members of The Trustees and to evidence a willingness to contribute financially to the Annual Appeal at a level commensurate with personal means, where possible, at least at the level of the 1891 Society (\$1,000 – \$2,499), along with a commitment to assist in obtaining financial support from others. It is also hoped that they will support special projects from time to time and give serious consideration to including The Trustees in their estate plans or making a planned gift.

Life Trustees are encouraged to continue their support of The Trustees in one or more of the following kinds of activities:

- Spreading the word in their residential and business communities about The Trustees' work, enhancing the organization's visibility and reputation, and identifying other individuals who can support the organization.
- Providing time and expertise through personal involvement with local property committees or regional advisory councils.
- Being involved in specific land conservation projects.
- Assisting in fundraising for both annual giving and capital projects. Life Trustees are invited to attend the Annual Meeting each year and The Trustees are honored to welcome them at any regular events sponsored by the organization.

Who is a Life Trustee?

Lee Albright, Brookline, MA
Elsie J. Apthorp, Harvard, MA
Wilhelmina V. Batchelder-Brown, Santa Rosa, CA
Nancy B. Bates, Weston, MA
Frances Colburn, Manchester, MA
John Fiske, Bloomfield, CT
Alan F. French, Andover, MA
Dorothy C. Fullam, Princeton, NJ
Ralph D. Gordon, Norwell, MA
Elizabeth W. Gordon, Norwell, MA
Gale R. Guild, Westwood, MA
Roslyn E. Harrington, Monson, MA
Nathan Hayward, III, Montchanin, DE
Elizabeth B. Johnson, Boston, MA
Andrew W. Kendall, West Newton, MA
John W. Kimball, Andover, MA
Catherine C. Lastavica, Manchester, MA
Edward P. Lawrence, Brookline, MA
Robert P. Lawrence, San Francisco, CA
Susan P. Little, Newbury, MA
Pamela F. Lohmann, Nantucket, MA
W. Hugh M. Morton, Esq., Westport, MA
Thomas H. Nicholson, Weston, MA*
Nicholas W. Noon, Cohasset, MA*
Thomas L. O'Donnell, Hingham, MA
May H. Pierce, Dedham, MA
Rebekah Richardson, Dedham, MA
Jane Saltonstall, Manchester, MA
David W. Scudder, Ipswich, MA
Norton Q. Sloan, Jr., Ipswich, MA
F. S. Smithers, IV, North Pownal, VT
Caroline D. Standley, Medfield, MA
Elliot M. Surkin, Brookline, MA
Wesley T. Ward, Portland, OR*
Pamela B. Weatherbee, Williamstown, MA
R. A. West, Wenham, MA
Frederic Winthrop, Jr., Ipswich, MA

**New Life Trustee*

What is a Corporate Trustee?

The basic duty of Corporate Trustee is to elect the Board of Directors, the Advisory Board, Corporate Trustees, and Life Trustees at each Annual Meeting by attending in person or by providing a proxy vote prior to the meeting. This is a first point of entry for most to volunteer leadership and a baseline Governance designation. All members of Trustees Governance are Corporate Trustees.

Corporate Trustees are chosen for their strong commitment to the Trustees mission and because they are willing to devote their time, financial resources, and wisdom to advancing its mission. Effort is made to recruit a wide range of expertise, regional representation, and diversity.

Corporate Trustees can aid the organization in one or more of the following ways:

- Providing time and expertise through service on committees or advisory groups.
- Acting as an ambassador for the organization in their home community and their world of work, enhancing the organization's visibility and reputation.
- Connecting the organization to new and diverse communities.
- Identifying other individuals who can support, in all different ways, the organization.
- Being involved in specific land conservation, stewardship, or educational activities.
- Assisting in fundraising for both annual giving and capital projects.

Because financial support is central to the effectiveness of the organization, Corporate Trustees are asked to support the Annual Fund at The 1891 Society (\$1,000 – \$2,499) level or above. Gifts may be made in installments and can include corporate matching gifts.

To further support the short-, medium- and long-term goals of the organization, Corporate Trustees will be approached on occasion to purchase tickets or host tables for special events; asked to consider support of special projects and campaigns; and encouraged to give serious consideration to including The Trustees in their estate planning.

All Corporate Trustees should be well-versed on the work of The Trustees and able to answer questions about the organization. They are invited to attend the Annual Meeting each year, and are encouraged to attend other events designed to keep them informed and to foster their participation in the work of the organization.

Who is a Corporate Trustee?

Thomas F. Aaron, Westwood, MA
Michelle M. Abel, Waban, MA
Ginger Ahn, Osterville, MA
Lee Albright, Brookline, MA
Marcela Aldaz-Matos, Wakefield, MA
James M. Alden, Boston, MA
Katharine P. Allison, Cambridge, MA
Jeffrey F. Allsopp, Hamilton, MA
Barbara H. Almy, Manchester, MA
Robert Alsop, Tyringham, MA
Manuel F. Álvarez-González, Amesbury, MA
Charles C. Ames, Scituate, MA
Kathleen L. Ames, Scituate, MA
Eleanor T. Andrews, Cambridge, MA
Olivier J. Aries, Arlington, MA
Amy L. Auerbach, Wellesley, MA
Michele Austin, Hingham, MA
Susan Baer, Nantucket, MA*
Margaret G. Bailey, Danvers, MA
Joanna Ballantine, Amherst, MA
Deborah J. Barker, Jackson, WY
David A. Barrett, Marion, MA
Antje M. Barreveld, M.D., Lincoln, MA
Christine F. Battat, Weston, MA
Susan Baxter, Shirley, MA
George P. Beal, Boston, MA
Gina Beinecke, Woodstock, VT
Conrad Beliveau, Osterville, MA
Mara Beliveau, Osterville, MA
Jeffrey Bellows, Hingham, MA
Nicole J. Bellows, Hingham, MA
Jennifer Bender, Dover, MA*
Priscilla J. Bender, Bronxville, NY
Clement C. Benenson, Hamilton, MA
Stephanie T. Benenson, Hamilton, MA
Steven A. Bercu, Cambridge, MA
Lorri Berenberg, Arlington, MA
Lila W. Berle, Stockbridge, MA

Rebecca Bermont, Lincoln, MA
Todd Bernstein, Hingham, MA
Tatiana Bezamat, South Hamilton, MA
Neeti Bhalla Johnson, Chestnut Hill, MA
Laura A. Bibler, West Newbury, MA
Jane L. Bihldorff, Canton, MA
Theodore C. Bililies, Natick, MA
Mark H. Bissell, Scituate, MA
Isabelle T. Black, Manchester By the Sea, MA
Paul M. Blanchfield, Lincoln, MA
Martha Bohlin, Dover, MA
Andrew P. Borggaard, Marblehead, MA
Irene S. Briedis, Bozeman, MT
Thomas R. Bright, Hingham, MA
Kathleen Brill, South Hamilton, MA
Michael Bronner, Vero Beach, FL
John F. Brooke, Concord, MA
Lisa A. Brothers, Wilmington, MA
Sarah H. Broughel, Auburndale, MA
Richard M. Brown, Cornelius, NC
Cornelia W. Brown, Brookline, MA
Ronald Brown, Brookline, MA
Robert A. Buhlman, Esq., Beverly, MA
Lalor Burdick, Newton Centre, MA
John A. Burgess, Boston, MA
Richard M. Burnes, Jr., Boston, MA
John R. Cabot, Prides Crossing, MA
Anthony B. Cahill, Jr., Nantucket, MA
Rebecca G. Campbell, Manchester, MA
Richard J. Canty, Vero Beach, FL
Jennifer E. Carey, Norwood, MA
John G. Carey, Gloucester, MA
Liza R. Carey, Concord, MA
Eli D. Casdin, New York, NY
Frances R. Caudill, Manchester, MA
James Cavan, Dover, MA
Jonathan Chatinover, Edgartown, MA
Richard H. Churchill, Jr., Concord, MA
Robert A. Clark, Petersham, MA
William D. Clark, Dover, MA
William C. Clendaniel, Boston, MA
Peter B. Coffin, Chestnut Hill, MA
Richard M. Coffman, Marblehead, MA
Cecily C. Colburn, Boston, MA
Frances Colburn, Manchester, MA
Barbara G. Cole, Hopewell, NJ
Emily Collins, Ipswich, MA
Katherine Collins, Boston, MA
John J. Collins, South Hamilton, MA
Franz Colloredo-Mansfeld, South Hamilton, MA
Susanna Colloredo-Mansfeld, South Hamilton, MA
Patrick Connelly, Harvard, MA
William G. Constable, Lincoln, MA
Karen S. Conway, Boston, MA
Mary C. Cooper, South Egremont, MA
Lisette S. Cooper, Ph.D., Lincoln, MA
David L. Costello, Marblehead, MA
Brendan Coughlin, Lincoln, MA
Christopher H. Covington, Boston, MA
Bonnie G. Covington, Key Largo, FL
Roger W. Crandall, Boston, MA
Patty Crane, Dalton, MA
Albert M. Creighton, III, Manchester, MA
Peter H. Creighton, Manchester By the Sea, MA
Christopher Y. Crockett, Ipswich, MA
David D. Croll, Chestnut Hill, MA
Matthew Daniels, South Hamilton, MA
Andrew O. Davis, Boston, MA
Jonathan G. Davis, Chestnut Hill, MA
Susan W. Davis, Cohasset, MA
Elizabeth de Montrichard, Boston, MA
Laura DeBonis, Washington, DC
Eileen R. DeCastro, Boylston, MA
Edmund P. DeLaCour, Northampton, MA
Jane C. Demers, Andover, MA
Natalie R. DeNormandie, Wayland, MA
John P. DeVillars, Boston, MA
Peter Diana, Wellesley, MA
James R. Dodge, Worthington, MA
Cynthia Doe, Hingham, MA

Walter C. Donovan, Boston, MA
Peter B. Dow, Buffalo, NY
Deirdre L. Dow-Chase, Largo, FL
David Doyle, Jamaica Plain, MA
Andrew C. Dreyfus, Boston, MA
J. W. Dunlaevy, Lenox, MA
Denis C. Duquette, Monson, MA
Philip J. Edmundson, Hingham, MA
Lawrence G. Eliot, Ipswich, MA
Peter L. Eliot, Ipswich, MA
James V. Ellard, Jr., Boxford, MA
Betty M. Ellis, Gloucester, MA
Uzochi C. Erlingsson, Salt Lake City, UT
Charles D. Esdaile, South Hamilton, MA
Sarah E. Eustis, Stockbridge, MA
Michael Even, Manchester, MA
Jeffrey B. Fager, New Canaan, CT
Melinda W. Fager, New Canaan, CT
John D. Farina, Jr., Swampscott, MA
Benjamin M. Faucett, Weston, MA
Loren B. Feingold, Weston, MA
George F. Fiske, Jr., Sherborn, MA
John F. Fiske, Winchester, MA
David A. Fleischner, Haverford, PA*
Ronald L. Fleming, FAICP, Cambridge, MA
Allen W. Fletcher, Worcester, MA
Alice L. Flint, Lincoln, MA
Janet G. Foley, North Andover, MA
Chris Ford, South Hamilton, MA
David R. Foster, Chilmark, MA
Gerard D. Frank, Lexington, MA
Jascha Franklin-Hodge, Jamaica Plain, MA
Thomas D. French, Dover, MA
Richard D. Frisbie, Boston, MA
Ann C. Galt, Pittsfield, MA
John Galt, Pittsfield, MA
Martha L. Gangemi, Cohasset, MA
Edward G. Garmey, M.D., Concord, MA
Maria C. Garzon Vassallo, New York, NY*
William D. Gause, Essex, MA
Jade T. Gedeon, Essex, MA
Bartlett R. Geer, Manchester, MA
Susan C. Glessner, Ipswich, MA
Alexandra Glover, Great Barrington, MA
Richard Goldenberg, Waban, MA*
Christopher J. Goolgasian, Lincoln, RI
Daniel A. Grady, Needham, MA
Trevor C. Graham, Hingham, MA
Nancy B. Gray, Moultonborough, NH
Susan J. Gray, Rockport, MA
Nikki A. Greene, Sudbury, MA*
Marjorie D. Greville, South Dartmouth, MA
Lawrence A. Griffin, South Hamilton, MA
Kelly J. Guarino, Carlisle, MA
Gale R. Guild, Westwood, MA
Benjamin W. Guy, III, Westport Point, MA
Linda Hammett Ory, Lincoln, MA
James H. Hammons, Jr., Cambridge, MA
Craig C. Hannafin, North Marshfield, MA
Douglas B. Harding, Lincoln, MA
Elisabeth Harper, Newton, MA
Carter H. Harrison, Manchester By the Sea, MA
Christopher E. Hart, Milton, MA
Katrina B. Hart, Hamilton, MA
Keith D. Hartt, Weston, MA
Alexandra C. Hastings, Ph.D., Wenham, MA
Elizabeth E. Hatch, Ipswich, MA
Thomas P. Hayes, Boston, MA
Nathan Hayward, III, Montchanin, DE
Thomas J. Healey, New Vernon, NJ
Timothy G. Healy, Concord, MA*
Christie P. Hedges, Orford, NH
Jeremy D. Henderson, Larchmont, NY
John K. Herbert, III, Charlestown, MA
Gregory Herrema, Boston, MA
Cynthia S. Hibbard, Cambridge, MA
Roland E. Hoch, Concord, MA
Arthur C. Hodges, Boston, MA
Eloise W. Hodges, Boston, MA
Howard B. Hodgson, Jr., Ipswich, MA

Jeff M. Hoffman, Andover, MA
Howard Hoople, Andover, MA
Paul S. Horovitz, Gloucester, MA
Jeffrey E. Horvitz, Beverly, MA
Amos B. Hostetter, Jr., Boston, MA
James S. Hoyte, Lexington, MA
Lily R. Hsia, South Hamilton, MA
Cameron Hudson, Dover, MA
Walter Hunnewell, Jr., Wellesley, MA
Alfred J. Hunt, North Yarmouth, ME
Onyinye Ibeneche Avbovbo, Medfield, MA*
Laura Iorio, Millis, MA
Bradley C. Irwin, Naples, FL
Karen James, Edgartown, MA*
Kate James, Concord, MA
Stephen B. Jeffries, Boston, MA
Kristina G. Jelleme, Nantucket, MA
Elizabeth B. Johnson, Boston, MA
Elizabeth L. Johnson, Boston, MA
Robert A. Jonas, Northampton, MA
Brad W. Jones, Beverly, MA
David B. Jones, Boston, MA
Charles F. Kane, Jr., Duxbury, MA
Holly M. Ketron, Tyringham, MA
Jonathan M. Keyes, Concord, MA
Frederick N. Khedouri, Menemsha, MA
Judith J. King, Essex, MA
Brian M. Kinney, Newton, MA
Duncan Kirby, Wellesley, MA*
Celia Kittredge, Tyringham, MA
Joshua A. Klevens, West Newton, MA
Jeffrey R. Kontoff, Chicopee, MA
Nushin Kormi, Wellesley Hills, MA
Julia G. Krapf, Westport, MA
William P. Kupper, Jr., Bonita Springs, FL
Edward H. Ladd, Dover, MA
Philip L. Laird, Cambridge, MA
Antonia P. Lake, Worthington, MA
Ann W. Lambertus, Lexington, MA
Peter K. Lambertus, Lexington, MA
Theodore C. Landsmark, Jamaica Plain, MA
Gertrude Lanman, Newton Highlands, MA
Jeremy Lapon, Norfolk, MA
Robert A. Larsen, Roslindale, MA
John D. Laupheimer, Jr., Lincoln, MA
Marie LeBlanc, Hyannis, MA
Paul R. LeBlanc, Richmond, MA
Georgia Lee, Milton, MA*
Jeffrey M. Leiden, M.D., Boston, MA
Martin Lempres, Boston, MA
Rayna N. Lesser Hannaway, Prides Crossing, MA
David I. Lewis, Ashburnham, MA
Lisa S. Lewis, Newport, RI
Alexandra C. Liftman, Newton, MA
Deborah Logan, Ipswich, MA
Gregory Lomanno, Medfield, MA
Charles R. Longworth, Concord, MA
Caleb Loring, III, Beverly, MA
Jonathan B. Loring, Prides Crossing, MA
Justin Lynch, Hingham, MA
Molly Macleod, Lincoln, MA
John MacNeish, Ware, MA
Peter E. Madsen, Truro, MA
Eli Manchester, Jr., Westwood, MA
David Mann, Brookline, MA
Adam J. Margolin, Boston, MA
William B. Marsh, Cambridge, MA
William J. Martin, Boston, MA
Erica A. Mason, Lincoln, MA
Robert H. Mason, Lincoln, MA
Daniel K. Mayer, Essex, MA
Anne S. Mazar, Mendon, MA
David C. McCabe, Hingham, MA
Virginia McCourt, Hingham, MA
Thomas A. McCrumm, Ashfield, MA
H. B. McEver, Salisbury, CT
James T. McGuinness, Boston, MA
Kathleen T. McIntyre, Hamilton, MA
Katherine J. McMillan, Gloucester, MA
Deneen McQueen-Chippari, St Petersburg, FL

Wilhelm M. Merck, South Hamilton, MA
Tamsen Merrill, Ashfield, MA
Barbara Metcalf, Beverly, MA
Andrea Miano, Edgartown, MA*
Susan Mikula, Cummington, MA
Todd Millay, Needham, MA*
Mark E. Minelli, Boston, MA
Michael R. Minogue, South Hamilton, MA
Elizabeth C. Minot, Dover, MA
John O. Mirick, Princeton, MA
Sara Molyneaux, Dover, MA
Brian W. Monnich, Hingham, MA
Amey D. Moot, Dover, MA
Keith N. Morgan, Ph.D., Boston, MA
Katherine M. Morris, Stockbridge, MA
Dan J. Morrow, Ipswich, MA
Christopher Morss, Sherborn, MA
W. Hugh M. Morton, Esq., Westport, MA
Deborah W. Moses, Boston, MA
Virginia M. Murray, Plymouth, MA
Scott A. Nathan, Washington, DC
Gregory A. Netland, Boxford, MA
James R. Newland, Monson, MA
Elizabeth E. Nicholson, Topsfield, MA*
Thomas H. Nicholson, Weston, MA
Albert A. Nierenberg, Boxford, MA
Patricia Nobre, Lincoln, MA*
Nicholas W. Noon, Cohasset, MA
Birch S. Norton, Ipswich, MA
Michael R. Nowlan, Needham, MA
Thomas L. O'Donnell, Hingham, MA
Ronald P. O'Hanley, III, Boston, MA
Kathleen J. O'Hara, Concord, MA
Kathryn P. O'Neil, Prides Crossing, MA
Matthew H. O'Toole, Swampscott, MA
Christopher Oddleifson, Cohasset, MA
David G. Offensend, Wassaic, NY
Janet M. Offensend, Brooklyn, NY
Stephen P. Oliver, Hingham, MA
Jeryl Oristaglio, Stockbridge, MA

Isis Ortiz, Lawrence, MA*
Carolyn M. Osteen, Boston, MA
Elizabeth Owens, Boston, MA
Susan W. Paine, Cambridge, MA
Jill Palese, Hingham, MA
Eunice J. Panetta, Manchester, MA
Melany Park, Watertown, MA
Faith Parker, Lexington, MA
Glenn P. Parker, Lexington, MA
Oliver Parker, Beverly, MA
Alan Pasnik, Newton Highlands, MA
Prataap Patrose, Boston, MA
Bradford J. Paul, Ardmore, PA
Patrick J. Pedonti, Scituate, MA
Russell J. Peotter, Chesterfield, MA
Calixto Perez, Boston, MA
Richard F. Perkins, Stow, MA
Daniel Pierce, Jr., Westborough, MA
Samuel Plimpton, AIA, Boston, MA
Kirsten Poler, Medfield, MA
Vida E. Poole, Waltham, MA
Amy G. Poorvu, Cambridge, MA
Jonathan H. Poorvu, Cambridge, MA
Dana G. Pope, Sherborn, MA
Catherine Popper, Lincoln, MA
Beatrice A. Porter, Cambridge, MA
Susan K. Potter, Manchester, MA
Margaret L. Poutasse, Lenox, MA
Michael T. Prior, Newburyport, MA
Mary W. Pruett, Beverly, MA
Paul T. Przybyla, Shirley, MA
Nathaniel Pulsifer, Ipswich, MA
Jonathan Rapaport, Lincoln, MA
Anna W. Rasmussen, Concord, MA
Hillary H. Rayport, Boston, MA
Gene E. Record, Jr., Marblehead, MA
Brooke G. Redmond, Concord, MA
Marcy L. Reed, Sturbridge, MA
Henry S. Reeder, Jr., Weston, MA
J. Stanley Reeve, Prides Crossing, MA

George A. Reilly, Hardwick, MA
Margaret M. Reiser, Brookline, MA
Dominica M. Ribeiro, Attleboro, MA
Betsy Ridge, Essex, MA
Louise C. Riemer, Chestnut Hill, MA
Bruce Ringwall, Nashua, NH
Darrol G. Roberts, Wareham, MA
Susan Roberts, Cohasset, MA
Anthony Rochte, Hingham, MA
Bradford D. Rodney, New York, NY
Carter S. Romansky, Acton, MA
Theodore Roosevelt, IV, Edgartown, MA
Johanna H. Ross, Newton, MA
G. N. Ryland, Beverly, MA
Kenneth Sallale, Dover, MA*
Jane Saltonstall, Manchester, MA
Stanley L. Schantz, Middleton, MA
John R. Schreiber, New Marlborough, MA*
Rene Schweickhardt, Medfield, MA
Letitia W. Scott, Manchester, MA
Robb Scott, Boston, MA
David W. Scudder, Ipswich, MA
Robert A. Seaver, Boston, MA
Naomi O. Seligman, New York, NY
Roger T. Servison, Brookline, MA
Kate Shamon-Rushford, Wellesley, MA
Kearney Shanahan, Wellesley, MA
Christopher A. Shepherd, South Hamilton, MA
Harriet H. Shields, Hamilton, MA
Regan Shields Ives, Rockport, MA
William Shields, Hamilton, MA
Heidi H. Siegrist, Harvard, MA
John L. Simons, North Andover, MA
Sandra Sloan, Ipswich, MA
Norton Q. Sloan, Jr., Ipswich, MA
Phyllis Smith, Dover, MA
F. S. Smithers, IV, North Pownal, VT
Sukanya L. Soderland, Winchester, MA
Hilary Somers Deely, Stockbridge, MA
Jonathan A. Soroff, Newtonville, MA
Ognjen Sosa, Newton Center, MA
Lionel B. Spiro, Edgartown, MA
John B. Stanbury, Ipswich, MA
Caroline D. Standley, Medfield, MA
Augusta P. Stanislaw, Cambridge, MA
Margaret E. Steiner, Middletown, RI
Arthur K. Steinert, Manchester, MA
Suzanne Steinert, Manchester, MA
Anne Stetson, Boston, MA
Susan Stevens, Newton, MA
Howard H. Stevenson, Cambridge, MA
Catherine M. Stone, Marion, MA
R. G. Stone, Newton Centre, MA
Mimi E. Storey, Essex, MA
Edward Sullivan, Dover, MA
Carol F. Surkin, Brookline, MA
Elliot M. Surkin, Brookline, MA
Hope E. Suttin, Waban, MA
Richard Taggart, Boston, MA
Jane M. Talcott, Westwood, MA
Margaret M. Talcott, Brookline, MA
Caroline Tall, Sherborn, MA
Valentine Talland, Cambridge, MA*
Suzie Tapon, Boston, MA
Cyrus Taraporevala, Sherborn, MA
John E. Thomas, Clearwater Beach, FL
Thomas S. Tilghman, Lakeland, FL
Peter L. Torrebiarte, Newton Highlands, MA
George E. Triantaris, Harvard, MA
Kelley Truchan, Hingham, MA
Yanni Tsipis, Westwood, MA
Denise L. Tucker, Hingham, MA
Carol E. Tully, Hingham, MA
Melissa A. Tully, Hingham, MA
Susan T. Turner, Peabody, MA
G. Scott Uzzell, Atlanta, GA
Sophie V. Vandebroek, Lincoln, MA*
John Vasconcellos, New Bedford, MA
Mark F. Vassallo, New York, NY
Sanjeev Verma, Boston, MA

Karen von Loesecke, Hingham, MA
Ernst H. von Metzsch, Manchester, MA
Natalia K. Wainwright, South Hamilton, MA
Bradford B. Wakeman, North Andover, MA
Leslie Waldorf, Manchester By the Sea, MA
David E. Walker, Chestnut Hill, MA
Norman S. Walker, Ashfield, MA
Catherine Walkey, Dover, MA*
Thomas P. Walsh, Topsfield, MA
Janet G. Walsmith, Hingham, MA
Joe M. Walsmith, Ph.D., Hingham, MA
Nathaniel Y. Walton, Marblehead, MA
Elissa Warner, Cambridge, MA
Kathy L. Washburn, Woodstock, VT
Solomon B. Watson, IV, New York, NY
Melinda Webster Loof, Lincoln, MA
Cynthia W. Welch, Richmond, MA
Keith K. Wentzel, North Andover, MA
Lynn S. Wentzel, North Andover, MA
Andrew S. West, Manchester, MA
Megan S. West, Manchester, MA
R. A. West, Wenham, MA
Frederic Winthrop, III, Ipswich, MA
Susan S. Winthrop, Ipswich, MA
Martin A. Wohl, Northampton, MA
Christopher J. Wolf, Essex, MA
Sarah M. Wolfgang, Manchester, MA
Michael J. Woodall, Duxbury, MA
Julia Woodard, Westwood, MA
Nancy C. Woolford, Topsfield, MA
Lily Wound, Winchester, MA*
Claudia S. Wu, Newton, MA
Phyllis R. Yale, Lexington, MA
Naomi Yang, Cambridge, MA
S. M. Yonce, Jr., South Hamilton, MA
Michael J. Zak, Concord, MA
Marc Zewel, Wellesley Hills, MA

*New Corporate Trustee

IV. BOARD COMMITTEES

Members of Governance participate in active committees across the organization. They serve as advisors, critical thinkers, and advocates in support of the staff and mission of The Trustees. The following is a list of Board-level committees and duties. At times we also create Taskforces, as necessary to help with ad hoc, time-specific, and/or sensitive issues and priorities. Please contact our Development office for more information on opportunities to serve on one of these Committees or Taskforces, at 978.870.1299 or development@thetrustees.org.

Agriculture Committee

Chair: Roland E. Hoch

Responsible Staff: Christine Morin, Chief Operating Officer

The Agriculture Committee is a committee of The Trustees of Reservations (The Trustees) Board of Directors (the Board) responsible, under policy and guidelines approved by the Board, for oversight of the Agriculture and Urban Garden Program work of the organization. Agriculture is deeply rooted in the history, stewardship, and public engagement of Trustees properties and is understood to encompass a broad set of activities and strategies that connect people to place through food and farms, including: CSAs, livestock and barnyard operations, urban farms and gardens, farm markets, farm product donations, farm leases, and farm engagement programs and activities. At this time, key pillars of The Trustees statewide vision include a) sustainable farmland stewardship, b) increasing demand for and access to local agricultural products, c) exciting new audiences, and d) building The Trustees leadership in agriculture.

Boston Committee

Chair: Elizabeth de Montrichard

Responsible Staff: Christine Morin, Chief Operating Officer

The Boston Committee is a committee of The Trustees responsible, under policy and guidelines approved by the Board, for oversight of the Boston area work of the organization. Boston is deeply rooted in the history of The Trustees, starting with Charles Eliot's advocacy for open space for all residents of the city under increasing concern over conditions affecting public health and quality of life. Today, The Trustees' work in Boston encompasses a broad set of activities and strategies that connect all residents through: food, community gardens, urban farms, farmer markets, food donations and volunteer and engagement programs that support healthy communities; green space, through advocacy of public parks, pocket green space, urban wilds, greenways and open space; recreation, through diverse programs that encompass and encourage active lifestyles and healthier living; and sustainability, by planning for the Boston of our future and how a growing population intersects with a changing environment.

Cultural Resources Committee

Chair: John D. Laupheimer

Responsible Staff: Christine Morin, Chief Operating Officer

The Cultural Resources Committee is responsible, under policies and guidelines approved by the Board, for oversight of the Cultural Resources work of the organization. Cultural Resources within The Trustees include: historic houses and structures; historic landscapes including designed gardens and parks as well as historic vernacular landscapes; archaeological sites; archaeological artifacts; object and archival collections associated with specific properties; and archival collections pertaining to the history of The Trustees.

Development Committee

Chair: Philip J. Edmundson

Responsible Staff: Jenna Gomes, Interim Head of Development

The Development Committee participates in and advises on the major fundraising activities of the organization, including, but not limited to, major initiatives, individuals, legacies, corporations, trusts, foundations, and government funding. These are the essential revenue generating activities upon which the organization depends to support its operations, programmatic goals, mergers, acquisitions, new initiatives, and overall growth.

Diversity Committee

Co-Chairs: Brian M. Kinney, Sukanya L. Soderland

Responsible Staff: Janelle Woods-McNish, Chief Marketing & Diversity Officer

The Diversity Committee is a committee of The Trustees of Reservations (The Trustees) Board of Directors (the Board). This standing committee is comprised of Board, Advisory Board, and Corporate Trustees members and is responsible for ensuring continued progress toward The Trustees' Diversity, Belonging, Equity and Inclusion (DBIE) strategy to achieve meaningful impact with the goal of advancing The Trustees' mission and DBIE Vision of creating inclusive spaces of welcome and belonging.

Finance & Audit Committee*

Chair: Andrew P. Borggaard

Responsible Staff: Brian Therrien, Chief Financial Officer

The Board of Directors has delegated responsibility to the Finance & Audit Committee to oversee the financial condition and other financial matters of the organization. The Finance & Audit Committee will work with the Chief Financial & Administrative Officer to carry out this responsibility. At each regular quarterly Board meeting the Committee will report to the Board on its work during the preceding quarter and make recommendations on matters requiring Board action.

Governance Committee*

Co-Chairs: Brian M. Kinney, Cyrus Taraporevala

Responsible Staff: Katie Theoharides, President & CEO

The Governance Committee is responsible for recruiting and attracting individuals for The Trustees' Board of Directors, managing the Board Committee placement process, and assessing the overall effectiveness of Board Committees and volunteer leadership.

Human Capital Committee*

Chair: Phyllis R. Yale

Responsible Staff: Katie Theoharides, President & CEO

The Human Capital Committee is responsible for evaluating and approving sound compensation and personnel practices and policies for The Trustees. We aim to create an atmosphere that encourages innovation and creativity and that is consistent with the mission, values, culture, and business needs of The Trustees.

Investment Committee*

Chair: Julia G. Krapf

Responsible Staff: Brian Therrien, Chief Financial Officer

The Investment Committee is a Board of Directors designated committee and, as such, will report its proceedings to the Board at its regularly scheduled meetings. The Investment Committee meets quarterly with the Chief Financial & Administrative Officer to review the investment performance of the various investment managers of the endowment funds and planned giving investments.

Land Conservation Committee

Chair: Thomas D. French

Vice-Chair: Andrew P. Borggaard

Responsible Staff: Christine Morin, Chief Operating Officer

The Land Conservation Committee is responsible, under policy and guidelines approved by the Board, for oversight of the land conservation work of the organization. The Committee provides general oversight of The Trustees' land conservation work, including the work of staff and volunteers.

Marketing & Enterprise Committee

Chair: Martin Lempres

Responsible Staff: Janelle Woods-McNish, Chief Marketing & Diversity Officer

The Marketing and Enterprise Committee is a committee of the Board. The Committee's mission is to advise and support the marketing direction, membership program, as well as the development of earned income initiatives that are necessary and consistent with the Trustees broader mission. The Committee works with the leaders of the Marketing and Enterprise teams to carry out its responsibilities.

Nominating Committee

Co-chairs: Edward G. Garmey and Uzochi C. Erlingsson

Responsible Staff: Katie Theoharides, President & CEO

The Nominating Committee's mission is to recruit and attract individuals for The Trustees' governing bodies (Advisory Board, Corporate Trustees, and Trustees Council), by developing new volunteer talent with diverse skills and capabilities for this role, and assisting in the orderly succession of The Trustees' leadership. The Committee aspires to provide a clear path for volunteer advancement within The Trustees. The Committee is therefore responsible for overseeing the recruitment of volunteers for governance roles at The Trustees, as well as for their orientation, advancement, and evaluation. The Committee is responsible annually for the submission to the Board of a slate of nominations for the Advisory Board, Corporate Trustees, and Trustees Council.

Stewardship Committee

Chair: Robert H. Mason

Responsible Staff: Christine Morin, Chief Operating Officer

The Stewardship Committee is responsible, under policies and guidelines approved by the Board, for oversight of property stewardship at The Trustees. Property stewardship is understood mainly to include protecting our properties' cultural, ecological, scenic, and structural resources and maintaining our visitor services infrastructure. Property stewardship is carried out in the context of The Trustees' strategic focus to attract, engage, and mobilize more and a greater diversity of people to care for and act for conservation.

Sustainability Committee*

Chair: David D. Croll

Responsible Staff: Christine Morin, Chief Operating Officer

The Sustainability Committee is a committee of The Trustees of Reservations' Board of Directors responsible, under policies and guidelines approved by the Board, for implementing policies and actions that would enhance the environmental sustainability of The Trustees to assure we are leaders in Massachusetts and among the nonprofit world in addressing the imperatives of climate change mitigation and resilience and the loss of biodiversity.

**Committee membership at capacity*

V. NON-BOARD COMMITTEES

Ad Hoc Governance Bodies

Art at The Trustees Advisory Group
Boston Waterfront Task Force
One Waterfront CEO Round Table*
Coast Strategy Advisory Group
deCordova Fiduciary Board*
Planned Giving Working Group
Public Gardens Advisory Group
Strategic Planning Committee*

Regional/Property Advisory Groups

Berkshires Advisory Group
Crane Advisory Board
deCordova Advisory Board
Martha's Vineyard Advisory Group
North Shore Advisory Group

Property Committees

Armstrong-Kelley Park Committee
Appleton Property Committee
Chappaquiddick Property Committee
Charles River Valley Property Committee
Fruitlands Property Committee
South Shore Property Committee
Nantucket Property Committee
Stevens-Coolidge Property Committee

**Committee membership at capacity*

VI. SUPPORTING THE WORK OF THE TRUSTEES

FOUNDERS CIRCLE: ANNUAL LEADERSHIP GIVING

We ask that Governance volunteers count The Trustees among their top philanthropic priorities. Corporate Trustees are asked to participate in our Founders Circle program at the 1891 Society level. Members of the Advisory Board are asked to support at the Commonwealth Society level. Directors take a leadership role in all aspects of fundraising for the organization. Founders Circle members enjoy special events across the state, including behind-the-scenes gatherings to get a unique look at the work we do and interact with Trustees staff.

Founders Circle Annual Giving Societies levels:

- **1891** – members contributing \$1,000 to \$2,499
- **Charles Eliot** – members contributing \$2,500 to \$4,999
- **Commonwealth** – members contributing \$5,000 to \$9,999
- **Olmsted** – members contributing \$10,000 to \$24,999
- **President's Circle** – members contributing \$25,000 to \$49,999
- **Tudor and Chase** – members contributing \$50,000+ in operating support

THE SEMPER VIRENS SOCIETY

Semper Virens means “always green.” The Society honors those generous individuals who support The Trustees through a life income gift, such as a charitable gift annuity or charitable remainder trust. The Society also recognizes those who make a bequest or some other provision for The Trustees in their estate plan. These individuals have turned their passion into a legacy and in doing so have set an inspiring example for others. We encourage all leadership volunteers to learn more about the important role Semper Virens Society members play in perpetuating the mission of The Trustees.

HONOR AND MEMORIAL GIFTS

Honor the special people, places, and events in your life – and give back to the places you love. Or, offer a memorial gift as a wonderful testimony to the life of a beloved person who has passed on.

GIVE THE GIFT OF MEMBERSHIP

A Trustees membership makes a meaningful gift for birthdays, anniversaries, graduations, and more – and it makes a real difference in protecting special places across Massachusetts. Membership provides many benefits including free or reduced admission to our 120+ reservations; Members’ advance ticketing and Members-only days for select events and programs, and a year’s subscription to *Special Places*.

We currently have nearly 100,000 member households.

General Membership categories are:

- **Individual** – \$60 (Senior Individual – \$55)
- **Family** – \$80 (Senior Family – \$70)
- **Contributing** – \$140
- **Supporting** – \$180
- **Sustaining** – \$400
- **Sponsor** – \$600
- **Founders Circle** – \$1,000

All general memberships are fully tax-deductible.

General members are offered opportunities throughout the year to provide additional financial support, above and beyond membership dues.

DONATE YOUR TIME

Engage with our properties on the ground level. Whether you’d like to gain new skills or share those that you have, you can find a place in our gardens, houses, or trails. Volunteer work days are of incredible value to The Trustees, often helping us complete projects that could take our property staff weeks to finish on their own. In addition to volunteer options for individuals, The Trustees works with a growing number of corporate volunteer groups, and we welcome introductions to your company contacts.

Additional details and specific volunteer opportunities can be found at thetrustees.org/volunteer.

ENTERPRISE

“Earned income” is yet another way The Trustees covers annual expenses. We have a range of operations that fall under this category. You can stay with us at inns on the North Shore or the Berkshires, or at seaside and lakeside campgrounds. We offer a variety of programs to connect you with food—from cooking classes to field dinners, CSAs and farm stores that all provide fresh, local, and healthy food choices. There are gift shops at our museums and several of our historic houses, which are also accessible online, along with cafes for snacks, lunches, or picnics on the property. Our reservations can provide the perfect backdrop to life’s special occasions. We offer catering and event services at a number of sites throughout the state. Summer camps are designed to reconnect kids with nature and educate them about the importance of protecting it. We encourage you to support The Trustees through participation in these programs and to spread the word to others. Enterprise offerings are an important way to not only generate income but introduce The Trustees to new audiences.

For more information on any of these programs, visit thetrustees.org.



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